

DCI/IC 74-0547

11 February 1974

MEMORANDUM FOR: Mr. Lapham

SUBJECT : Coordination of the Intelligence Community Efforts devoted to Substantive External Research and Analytical Methods for Production

1. Below you will find some of my thoughts on coordinating efforts of the community in these areas. They are conditioned by my preliminary investigation of current activities at ARPA, DIA and CIA. I have established a continuing dialogue with many of the components of these organizations and have also arranged to talk to others during the next few weeks. I will be preparing a summary of activities in the community as a next step.

2. Among several possible organizational structures which could be established to deal with the problem of coordination of community efforts devoted to methods, techniques and external research, I believe only two need to be considered.

A. The first alternative would be the establishment of a coordinating group with formal representation from each of the several Departments and Agencies including the Chairman, I/C Staff, DIA, I&R, CIA, NIO, ARPA, ASDI, DOD (Net Assessments); observers or members NSA, NPIC, Military Services (See Figure 2). This group would have a chairman, staff, agendas, etc., it would meet periodically, devise an inter-agency formal program and review resources allotted these programs. The group could delegate tasks to sub-groups in order to solve or coordinate specific problems or to provide for continuous working arrangements. This would be a large group and there is the danger that the number of sub-groups could proliferate to as many as a dozen.

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B. A second way of organizing the effort would be to assign the IC Staff the responsibility for coordination of the programs of the various Agencies. An I/C coordinator would be appointed with designated points of contact from various agencies for substantive and methodological matters (see Figure 1). This type of approach (non-committee) would provide a single focal point for supervision but at the same time would be more informal and decentralized in the performance of the job to be done. The I/C would perform overall program and resource review, but would emphasize the use of inter-agency collegia or working groups of analytical personnel at the production office level, contractors and academia to solve mutual problems.

3. The second organizational structure has some definitive advantages and is recommended. (1) It could take full advantage of those working groups which have already been established at the working level by DIA and CIA. It could allow and stimulate analyst participation in a more spontaneous way; that is from the bottom up. This is, I believe, an important consideration at this time no matter what the final organizational arrangement. (2) The I/C coordinator would be a single focal point for all activities in this area. He could assure the maximum interchange of ideas between agencies through the use of the collegial approach. By maintaining a continuous contact with all levels of activities he would have the knowledge to act as stimuli for the enhancement of the program. (3) The I/C could provide resource help (dollars) through the use of funds earmarked for this specific responsibility by the DCI. These funds could be allotted directly to a user project and thus minimize supervisory personnel. (4) The coordination program would also establish I/C credibility as an inter-agency sponsor of programs that help the analyst. If appropriate, I/C Staff could participate directly in program development, i.e., by selectively providing leadership in joint projects. (5) Bureaucratic procedures would be held to a minimum with this type of procedure which would be more in consonance with the decentralized nature of the problem. The I/C Staff coordinator could be more flexible in this case and work with analysts at the lowest level appropriate to the problem.

4. It should be clearly understood that the coordination of the resource decisions necessary for a balanced program cannot be enforced by the coordinator not a coordination committee. However, it is assumed the coordinator would make recommendations to the D/DCI/IC for appropriate action.

5. The following tasks are recommended for the program to coordinate external research and the development of new analytical techniques.

A. Carry out an initial intelligence community survey of programs for developing new analytical techniques and methodologies as well as substantive external research.

B. Prepare an overall 3-5 year program, including short and long-term objectives.

C. Report periodically, say 6 months, on the changes in these programs.

D. Provide for the exchange of proven analytical techniques between production components of the several agencies.

E. Provide recommendations with respect to a proper balance between research, development and application efforts for the community effort. Ascertain duplication of effort.

F. Recommend and encourage new areas for research, development and application.

G. Initiate and support seminars and symposia for the interchange of ideas between the intelligence community, other government agencies, academic and research institutions.

H. Coordinate the above activities with the R&D Council of IRAC. Evaluate the adequacy of resources devoted to these activities.

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J. Provide recommendations with respect to the adequacy of training programs and bibliographic materials.

6. It would appear to me that the initial organizational procedure and structure should be relatively simple. If it becomes necessary in the future to make a more formal arrangement the transition would be relatively simple. The program should be proposed and designed as a steady on-going program for a three to five year term.

7. It is recommended that the program coordinator be a member of PRG. It would be desirable to have two officers assigned to the job. If the program flourishes and there is direct I/C Staff participation, there could be an additional requirement for staffing.

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Figure 1

ORGANIZATION FOR COORDINATION OF PRODUCTION METHODS AND EXTERNAL RESEARCH

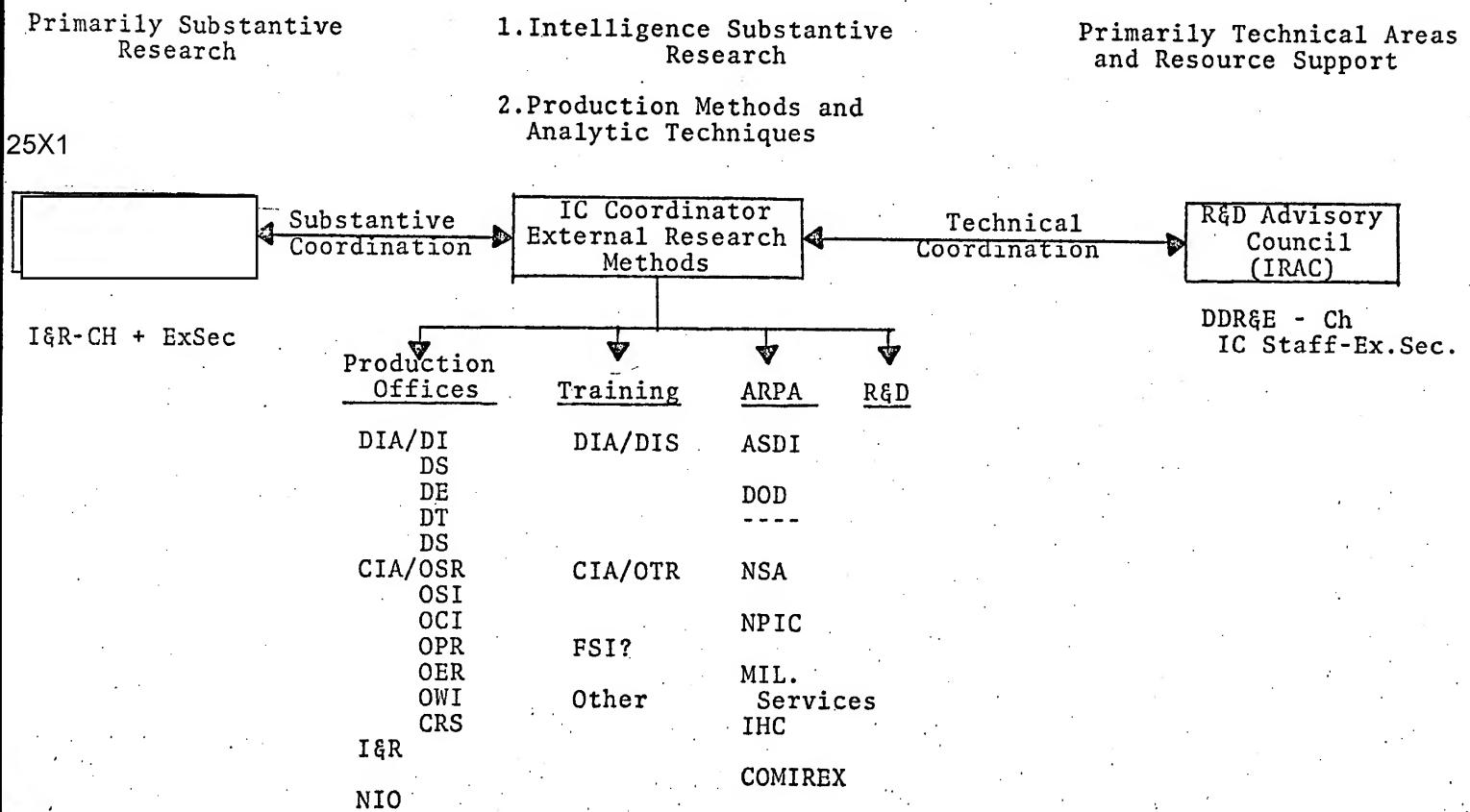


Figure 2

ORGANIZATION FOR COORDINATION OF PRODUCTION METHODS AND EXTERNAL RESEARCH

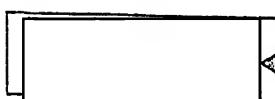
Primarily Substantive  
Research

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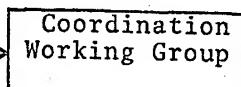
1. Intelligence Substantive  
Research

2. Production Methods and  
Analytic Techniques

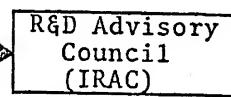
Primarily Technical Areas  
and Resource Support



Substantive  
Coordination



Technical  
Coordination



I&R-Ch+ExSec  
DOD  
AID  
ACDA  
USIA  
NSC Staff

Treas  
Com  
CIA  
HEW  
OMB  
NSF

I/C Ch + ExSec  
NIO  
DIA  
CIA  
I&R  
ARPA  
ASDI  
DOD  
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NSA  
NPIC  
Mil. Services

DDR&E-Ch.  
I/C Staff-Ex.Sec.  
OR&E  
CIA  
DIA  
ARPA  
NSA  
ASDI